

Title: *Misdirected Complaints & Questions Management*

BACKGROUND

On a regular basis, many questions/complaints come into NHDES via phone, e-mail, letter, and walk-ins that are not properly directed to the correct program or subject matter expert the first time around.

CURRENT CONDITIONS

- Misdirected questions/complaints create disruptions for the receiving staff and frustration and confusion for the complainant who may feel as though they have been transferred or bumped person-to-person a number of times.
- There is no quantitative data regarding the source(s) of misdirected questions/complaints. It is likely internal and external.
- Note: Front Desk receives about 350 inquiries a day, plus others go direct to staff

GOALS

- Reduce the time it takes to get the complaint/question to the appropriate person or program
- Reduce the number of transfers of misdirected calls/e-mails to get to resolution
- To reduce time spent researching and directing complaints
- To work towards a 100% “receipt” response rate within 2 business days
- All legitimate complaints/questions are “closed out”/resolved in a timely fashion (time TBD)
- Develop a new system and set of resources that assists new staff and veteran staff as well

ANALYSIS

- Lack of standardization
- Lack of resource guides
- Lack of policy/management expectations in terms of customer response protocols
- Great variability in the knowledge and expertise of receiving staff
- Front reception desk challenges – rapid transfers, inconsistent use of resource guide, resource guide not fully updated and quickly searchable
- Website is not clear for the customer in terms of what to do or who to contact
- Customer does not actually know what they want/need



Project Team Members: (L-to-R)

- Vince Perelli (Co-Facilitator);
- Laura Martel;
- Jocelyn Degler;
- Jana Ford; and
- Alan Moulton (Co-Facilitator)

Date: 5/10, 14 & 16, 2018	Co-Owners: Timothy Drew-PIP/Vincent Perelli-PPA
Approval Date: 5/30/18	Approvals:

PROPOSAL

- Put policy in place regarding handling of misdirected questions/complaints (w/ timeframes)
- Draft misdirected questions/complaints script for staff to use
- Draft misdirected questions/complaints resource/guide for all staff
- Update and create searchable resource guide for front desk receptionist and back-up staff
- Draft misdirected questions/complaints SOP (include decision tree for staff)
- Update “Telephone Numbers by Subject” section of NHDES website (Match “At-A-Glance”)
- Update and add new resources to “New Hire Information” to Intranet page
- Add Customer Service questionnaire to website
- Update New Employee Orientation to include how to handle misdirected inquiries
- Draft Communication Plan (ensure key audiences factored in)
- Research different questions/complaints management structures throughout DES
- Research metric ideas/possibilities

IMPLEMENTATION PLAN

#	Task	Approval Date	Task Owner	Start Date	Due Date
1	Draft Customer Response Policy		Vince	5/30/2018	6/30/2018
2	Draft misdirected questions/complaints script		Jocelyn	5/30/2018	7/30/2018
3	Role play of draft script		Jocelyn	6/15/2018	8/15/2018
4	Phone Guide - Use of State Phones		Jocelyn	5/30/2018	7/30/2018
5	Develop Resource Guide/Knowledge Base (including electronic search feature)		Laura/Jana	5/30/2018	8/1/2018
6	Draft Standard Operating Procedure (SOP)		Vince/Alan	7/1/2018	10/1/2018
7	Finalize and deploy Customer Service Survey on Website (3 surveys total)		Vince/Jana	7/1/2018	8/15/2018
8	Update “Telephone Numbers by Subject” webpage		Laura/Jana	5/30/2018	10/1/2018
9	Update and add new resources to “New hire” portion of the Intranet		Jana/Cournay	10/1/2018	1/1/2019
10	Update new hire orientation to include how to handle misdirected inquiries		Alan/Vince	10/1/2018	1/1/2019
11	Draft Communication Plan (includes roll-out)		Alan/Vince/Jana	10/1/2018	1/1/2019
12	Research Division-specific questions/complaints management structures		Laura/Jen	5/30/2018	7/15/2018
13	Metrics Development		All	5/30/2018	1/1/2019

FOLLOW UP

- Draft and deploy customer satisfaction survey for website (VRP drafts already available)
- Conduct 30-, 60-, 90-day follow-up meetings
- Conduct calibration meetings with sponsor and process owner(s)
- Explore feasibility of conducting a deeper analysis of front desk coverage process